



## COMMISSIONER MILLER OPENS POPPY SALE



Standing before the State Highway Department's service flag, Commissioner Spencer Miller, Jr., purchases the first poppy from little Madeline Ann Breitung, Legionaire George A. McVicker, who had charge of collections in the State House Annex, looks on. Others in the picture are "nurses aide" Marianna Weemhoff and "sailor" Robert Cline.

## New Rating System Deserves Support Of All Employees

## Two Divisions Meet to Discuss New Rating System

### Much Effort Has Gone Into Development of New Plan

After three years experience with our old efficiency rating system, I have become convinced that it is of little value. Furthermore, from the number of complaints I have received about it, I am equally convinced that a large body of our employees are dissatisfied with it.

In watching the operation of Civil Service promotional examinations, without an accompanying record of an employee's daily work, I have been impressed with the fact that too much depends upon the result of a few hours effort in an examination. A number of cases have occurred since I have been connected with the Department which beyond any doubt have shown that a great injustice can occur when an employee's record for faithful and intelligent work is not taken into consideration.

I was therefore very much interested when one of our employees laid the outline of our new system before me. I felt that the best final result would come through turning the matter over to a group of representative employees, and letting them develop the plan so that it would best meet the needs of The Highway Department. This was done and in due time the present system was developed.

The next step was to obtain the approval of the Civil Service Commission. This required several months, but Dr. William Carpenter, President of the Civil Service Commission finally authorized the Department to put the plan in operation. He reserved his decision as to whether the ratings arrived at under the system would be given more weight than an examination as he naturally wished to observe the operation and results obtained over a reasonable period before his final acceptance of our suggestion that Efficiency Ratings count 6, examination 3, and Seniority 1 in determining promotion lists.

I know of nothing which has occurred during my service with the Highway Department which can mean more to its members than the success of this plan, and I sincerely hope that each and every member of the Department will make it his or her business to make it succeed.

Eugene V. Connett,  
Personnel Officer

Another in the series of meetings held in connection with the introduction of the new efficiency rating system was held in the board room of the State House Annex on Tuesday, June 5th. Present at the time were key members of the Administration and Real Estate divisions. The meeting was presided over by Mr. Eugene V. Connett, Personnel Officer.

As in previous meetings of this type, those who would be called upon to mark subordinates were acquainted with the various details of the new system. It was explained that the actual marking of various employees, however, will be done by the personnel office and that in answering the many questions appearing on the new forms the superior in each case was merely acting as a witness in stating what he knows of the qualities of each employee.

The new rating system places great stress upon excellence of performance and as a result penalizes those whose ratings drop below normal. This is accomplished by weighting the averages

(Continued on Page 4)

### Civil Service Commission Assures Co-operation

In attempting to provide a modern personnel system for positions in the State classified service, our legislators stated in part in section 29 of chapter 176 of laws of 1930 that "... Service ratings shall be used in determining salary and wage increases and decreases ... as a factor in promotion tests ... in determining the order of lay-off and as a means of discovering employees in the State classified service who, by reason of their unsatisfactory service, ought to be demoted or removed." This is a part of our Civil Service Law today, and is in fact the very cornerstone of any true merit system structure.

The Civil Service Commission therefore is keenly interested in the endeavor of the State Highway Department to measure the relative efficiency of its varied types of employees by a new four-group merit rating plan, and assures the Department's employees that we shall cooperate to that end.

William S. Carpenter  
President  
N. J. State Civil Service Commission.

## New Employee Rating Plan

Frederick W. Taylor, the father of scientific management, once observed "that scientific management involves a revolution not only in method, but in attitude of employees toward their employers, their work and the community." Certain it is that the effort to develop efficiency under modern employment conditions does involve a change in attitude on the part of employees and employers. This is true whether the employer is a small owner-manager, a large corporation, or a public authority.

Since Taylor's day there have been scores of efficiency experts who have sought to evaluate job performance. Various methods have been evolved and various rating systems installed. Some systems have been so complicated that there has been little room for the personal equation. Others have rested almost exclusively on the subjective judgment of the raters. Upon one thing there is today general agreement, namely, that any sound efficiency rating system must provide for the participation of the employees in the standards of efficiency which are established.

A rating system must also provide a measure of flexibility; it must be adapted to the individuals to be rated and not ignore individual differences. Indeed, any plan which ignores individual differences is neither sound nor workable. An efficiency expert who was making a time and motion study of bricklayers' helpers, discovered that all of the men were pushing their wheelbarrows with their load of brick with the exception of one man who was pulling it. When the helper was asked why he pulled his wheelbarrow he replied, "because I hate the looks of the darn thing".

The problem of evolving a rating system which is simple, objective, cumulative and workable has been the goal sought by efficiency experts for many years. A system which comes from the employees themselves which combines these factors is the ideal. Efficiency by consent of the employees is far more effective than by the arbitrary decision of management. There can, in fact, be no sound efficiency rating without the consent of the employees. When there is not only consent but also creative suggestions, it is a fortunate circumstance.

The new efficiency rating system, therefore, which has been evolved within the Highway Department by an employee of the Department meets many of the most exacting tests of simplicity, objectivity and workableness. Such a rating system is indispensable in the Civil Service. It should help to make the merit system function more effectively. Examinations are a useful device for promotion but no one assumes that the examination alone is the measure of a man's efficiency on the job. An employee's day to day performance, his ability to get on with his associates and his superiors, his capacity, in a word, for teamwork are all measures of satisfactory job performance.

The promise of the new plan is great. If the plan can be administered in a common sense manner I believe it will mark a new day for the development of a sound rating program for the employees of the State Highway Department. It is certainly entitled to a fair trial and the cordial support of the employees of the Department. The success of such a plan depends ultimately on the co-operation of the employees. As a new experiment in the personnel administration in the Department it has my complete approval.

*Spencer Miller, Jr.*  
State Highway Commissioner.

## GARDEN CLUB PRESENTS BLUE STAR CERTIFICATE TO HIGHWAY DEPARTMENT

### Impressive Ceremonies Mark Recognition of Generous Employee Contribution

At noon on Monday, June 18th, members of the Highway Department gathered in the board room of the State House Annex to witness the ceremonies in connection with the award of a Blue Star Drive Certificate by members of the Garden Club of New Jersey.

Despite the heat well over one hundred employees were on hand when Commissioner Miller, who presided over the occasion, opened the proceedings with a short address. This was followed by the entire assemblage singing the Star

Spangled Banner, under the direction of William Kirk.

The Right Reverend Frederic M. Adams, Dean of the Trinity Cathedral pronounced the invocation, after which Commissioner Miller told of the great interest he had found in California relative to this project. He explained that members of the Garden Club of that state as well as many officials were desirous of obtaining all details as to New Jersey's procedure. He added, humorously, that with

(Continued on Page 6)

## Virgil E. Markle Succumbs After Lengthy Illness

### Well Known As Engineer And President of Monmouth Council

Virgil E. Markle of 303 Philadelphia Boulevard, Sea Girt, died at his home on May 19th following an illness of many months' duration. He is survived by his widow, Georgiana L., and two daughters.

Mr. Markle came to the Highway Department on March 1st, 1924, and for many years served as a resident engineer on highway construction. Many of the fine roads along the shore were built under his supervision as a member of the Southern Construction District. Prior to engaging in construction Mr. Markle had been in charge of the survey offices at Manasquan and Freehold.

An enthusiastic member of the N. J. Civil Service Association, he was one of the founders of Monmouth Council and served several terms as president of that body. Although he was eventually forced to relinquish the presidency because of ill health he retained his interest in the council through membership on the Board of Trustees.

### Fought For Civil Service

Under Mr. Markle's enthusiastic leadership Monmouth Council increased its membership from 75 to over 400 members and it was a tribute to his efforts that Monmouth County eventually adopted civil service through a referendum.

The esteem with which Mr. Markle was held is adequately testified to by the large number of persons attending his services. His pallbearers were James Hiller, Charles Smythe, George Jorgensen, Robert Wolsey, William Reins, John Weterick and William Harris of the Highway Department, and George F. Crosson, President of Monmouth Council. Burial services were held in the Saint Uriel's Episcopal Church of Sea Girt with interment in Freehold.

Mr. Markle's passing will leave a gap in the Department which will indeed be hard to fill. THE HIGHWAY takes this opportunity to express the sympathies of employees everywhere to his survivors.

## Equipment Bowlers Repeat for Title

### Defeat Administration Division in 5 Game Play-off

For the second consecutive year the Equipment Division bowlers defeated the Administration team in a five game play-off, after finishing the regular league season in a dead heat.

The contest was closely contested throughout with the final issue in doubt until the last game. Administration started off like a certain winner by sweeping the first two games but at this point Equipment took matters in hand and retained their form to the finish.

### Hold Outing

On May 26th an outing was staged for the teams comprising the Highway Bowling League. The affair took place at Vossler's Grove near Trenton and was attended by the players, their families and friends.

Prizes were awarded to the teams and individuals for their performances during the season just closed with Administration and Equipment garnering in the lion's share of these awards, although there was plenty of glory for all.

Plans are already under way to enlarge the league next season. It is felt that the enthusiasm shown this year will result in even stronger competition in the future. It was also announced that an election will be held soon to determine the officers for the year ahead.



# THE HIGHWAY

Published by the New Jersey State Highway Dept.  
In the Interests of Its Employees

W. CARMAN DAVIS, Editor

## Contributing Editors:

Fred C. Claus	Mabel Beans	Arthur Egan
Elmer L. Meyer	Arthur J. Lichtenberg	James O'Rourke
Norman Schaller	W. Eugene Beckner	Claire Laczoni
John Kilpatrick	Edward Drake	John Christiano

Publication Office: 148 West State Street, Trenton, N. J.  
Telephone: Trenton 2-2131—Extension 573

## Highway Honor Roll



## News from Our Men In the Service

### A Real Complaint

Chief Henry Johnson formerly of the Electrical Division has what we would call a justified beef. "Would you please have my address corrected..." he writes, "as it takes THE HIGHWAY twice as long to reach me with the wrong address. And will you please straighten out the fact that I have not been in the Sea Bees since a year ago last February. I am now with a floating dry dock... a sort of small sized town with lots of electrical equipment that keeps me stepping to keep up with it."

"I would sure like to get back to my job in the NJSHD for it sure is no heaven out here. We eat well but can't sleep on account of the heat. If I get three hours sleep out of twenty-four I am doing good."

Well, Henry, your new issue of THE HIGHWAY will reach you via airmail at the following correct address. Sorry for the mistake.

Henry K. Johnson C.E.M.  
U.S.S.A.R.D. 24  
c/o Fleet Post Office  
San Francisco, Cal.

### Needs Reading Material

Sgt. Anthony Buono in a recent letter says, "Just writing a little note of thanks for sending me THE HIGHWAY. I know that it is pretty hard to keep up with some of the boys. I appreciate receiving the paper as it keeps me in touch with what is going on back home and also because it gives me something to read. We have no reading material of any kind and it will be sometime before we get any. We have plenty of drinking water but none for bathing and we sometimes go a couple of days without washing. I am glad to be out here doing my part but I will also be glad to get back and go to work with the boys in the grass-hopper gang. (Landscape Div.)"

"I am sorry I can't tell you where I am or what I am doing." Here is an opportunity to help out a Highwayman by sending him a little reading matter even in the form of a V-Mail. The address is:

Sgt. Anthony Buono,  
32462455  
552nd Material,  
24th Service Group A.A.F.  
A.P.O. 18368  
c/o Postmaster  
San Francisco, Cal.

We have had several inquiries for the address of Captain R. C. Newman of the Flemington Office. According to latest advice it is as follows:

Capt. R. C. Newman  
O-793524 — 563-AAF  
BU 2nd OTU Class 45 G  
Homestead, Fla.

Major Charles W. Kenyon was a recent correspondent. Writing from China, Charlie says, "Thanks for sending me THE HIGHWAY. Enclosed is a 'five spot' to treat the boys." The only thing wrong with the bill was that it was Chinese money. A line to Kenyon will reach him if addressed:

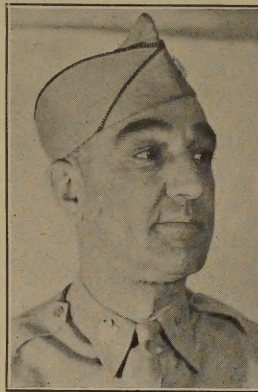
Maj. Chas. W. Kenyon,  
0289601  
Hq. Chinese Combat Command,  
A.P.O. 627  
c/o Postmaster, New York.

Pfc. Charles Miglione, a former member of Austin Newman's maintenance crew is another Highwayman who yearns to return to his peacetime pursuits. In a recent letter to Commissioner Miller, Miglione reported that he is but one

of three brothers now serving overseas and that he appreciates keeping up with his former friends via THE HIGHWAY. He sends his address as follows and says he would appreciate receiving an occasional letter.

Pfc. Charles Miglione,  
32465237  
Sgd. C-12; APO 19095-C  
c/o Postmaster, New York.

## Lt. Col. Howard F. Koons Returns to Department



LT. COL. HOWARD F. KOONS

After nearly three years in the service of his country Lt. Col. Howard F. Koons has returned to his peacetime duties in the Perth Amboy office of the Survey and Plans Division. Actually Col. Koons has received a terminal leave which means that he is still subject to call by the War Department. Since enlisting in September, 1942, Koons has seen service in this country as well as in England, France and Belgium. As commander of the 2nd Bn., of the 1313 Engineers, General Service Regiment he has supervised the construction of almost everything from "latrines to roads and bridges."

During his stay in England he encountered Virgil Williams of the Bridge Division who is now a Captain in the Engineers. Another Highwayman whose path crossed that of Koons was Lt. E. Solokoff of the Newark office.

Col. Koons says that while he enjoyed his service with the army he is glad to return to his former duties at this time and have a share in preparing for New Jersey's postwar transportation needs. He will bring added experience to his old job.

## Servicemen's Mail Is More Important Than Ever Before

### Your Letters Are More Welcome Than Anything You Can Send

With the war in Europe over there is a natural tendency to relax somewhat in our attitude toward the future. Half the job is done and it seems likely that the other half will be taken care of in due time.

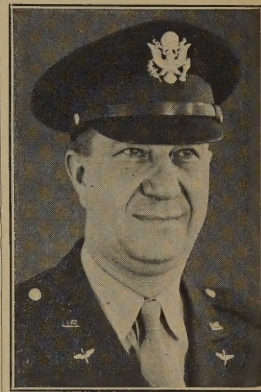
Quite a few Highwaymen have returned to the jobs they left when they answered their country's call and many more will rejoin us in the days to come. On the other hand there will be those less fortunate who will serve in the armed forces for months to come. These are the ones we should think of and write to frequently. Excerpts from the letters of some of these men leave little doubt of the value they attach to letters from those they knew at home.

Only the other day a letter arrived from a Highwayman stationed in the South Pacific.

This fellow had no complaints to make as far as the army was concerned and he took the Japs in stride. What worried him most was the fact that so few letters came his way. He said, "If you could only know how much a few lines means to a man so far away from home you would use the columns of THE HIGHWAY to urge every man and woman at home to sit down regularly and write to some serviceman they know. It is the greatest morale builder I know of and I am sure if other folks

## Veteran of Two Wars to Return To Duty

Lt. Col. Valentine J. Burger of 872 Ester Ave., Teaneck, who was perhaps the first member of this Department to be called to service in the current war on September 16, 1940, is expected to return to duty in the capacity of Maintenance Foreman in the near future. A veteran of the 1st World War, Lt. Col. Burger was in the Army Reserve at the outbreak of hostilities in Europe and was called up for active service during the first mobilization. At the outset of the



LT. COL. V. J. BURGER

war he was attached to the 104th Engineers, but later transferred to the Army Air Forces and saw service as Executive Officer at various locations in the United States, among them being Morris Field, Charlotte, N. C.; Geiger Field, Spokane, Wash.; Camp Williams, Wis.; Brownwood and Greenville, Texas; Colorado Springs, Harard, Neb.; and Baton Rouge, La. To quote Col. Burger's own words, "About the only state I missed was California." Several times he requested an overseas assignment, but his ability as an administrative officer in this country had been too well demonstrated and he was retained here in that capacity.

During the First World War, Col. Burger served overseas as an aerial observer, first with the French Army for a period of ten months when he was attached to Escadrielle C-46, and later with the American 90th and 96th Squadrons. One of his associates in the American Squadrons was former Senator Clifford Powell, now a Colonel in the U. S. Army in Europe. Lt. Col. Burger is a two-time holder of the Distinguished Service Cross and also the French Croix de Guerre for his services during that war. He was also credited with the destruction of four enemy planes.

We are pleased to welcome Lt. Col. Burger back to our ranks. It is expected that he will be assigned to duty in the North Jersey area.

know how some of us felt they would write frequently."

Another fellow told of seeing men miss mess call to answer mail call only to be disappointed when nothing was received by them. And then a day or two later repeat the same process with the same results.

THE HIGHWAY has published the service addresses of many of our fellow employees from time to time just so you could use them. In the future you will find many more printed. In fact we print all that we receive word from. A glance at any back issue of THE HIGHWAY will disclose many addresses you can use. Better still, if you want a particular address drop us a line and we will send it to you. But no matter where you get it, write that letter tonight and another next week. Keep up your correspondence and it will keep up someone's morale.

## THE AUXILIARY AMBULANCE CORPS

"Men resemble the Gods in nothing so much as in doing good to their fellow-creatures."

The full import of this quotation came to the writer while recently confined to a hospital. As everyone knows, hospitals today are seriously understaffed and undermanned because so many doctors and nurses are in the armed forces of their country. Furthermore there are more patients than ever before due to the large influx of war workers into urban centers. This has resulted in a condition that would be practically impossible to cope with were it not for the volunteer aid being rendered by men and women from all walks of life. Perhaps the best known of these groups is the Nurses Aides whose tour of duty extends throughout the day and early hours of the evening. The service they render will be adequately testified to by any doctor, nurse or patient.

But it is not of the Nurses Aides that this is being written. A lesser known organization — the United States Auxiliary Ambulance Corps — is performing an equally vital service. This group of men come on duty at 7 o'clock in the evening and remain on call throughout the night. During this interval they respond to emergency calls with the ambulance, assist physicians and nurses in numerous duties, and above all, cater to the comforts of patients in a hundred and one little ways — perhaps a glass of water here, an ice cap there, or maybe just the fluffing of a pillow somewhere else.

A talk with these men disclosed that they were most enthusiastic over their work and that they intended to continue on as long as their services were needed. They said that they did not consider the job they were doing merely in the light of a contribution to the war effort, but that they were reaching far beyond in their aid to their fellow-men. But the most important thing disclosed was that volunteers were needed to fill out the ranks. It was felt that if other men knew how they enjoyed this work, many urgently needed volunteers would be forthcoming. That is why this information is being passed along. If you feel that you can spare one night each week in this humanitarian service, contact the U. S. A. A. C. at Mercer Hospital, Trenton, or inquire of your local hospital. Any service rendered to this worthy organization will be a direct contribution to those less fortunate than you are.

## THE LUCKY 7th

It is not too late to make that extra bond purchase in the 7th War Loan. Aside from the many patriotic reasons that can be advanced for such a purchase, there is no better way of laying aside at interest the money for that post-war car, radio or other luxury you are planning on buying after the war. And another way to look at it is this — the more Bonds we buy the quicker the war will be over. So even if it means doing without, PUT THE 7th WAR LOAN OVER THE TOP!

## Apropos "Suggestions"

*Placid and lazy is the cow,  
With ne'er a thought to mar her brow,  
She chews her cud with calm digestion,  
And never heard of a suggestion.*

*But you and I possess a MIND  
To work for progress and mankind.  
But do we use it? That's the question.  
Come! Let's have a good suggestion!*



## EQUIPMENT ITEMS

JAMES O'ROURKE

Walter Crane, Machinists Helper 1/c has received his medical discharge from the Sea Bees after 34 months in the service. Crane spent 14 months of that time with the 35th Construction Battalion on the Solomon and Russell Islands. From there he was sent to Mobile Hospital No. 4 in New Zealand and later to the States, where he received his discharge on May 17th in Philadelphia.

Crane has resumed his old job as Road Mechanic, working out of the Newark garage. He will look forward to meeting many of his old friends during his tours of North Jersey.

The latest addition to the Grandfathers Club at Fernwood is Marion Blakely of the storeroom. He became eligible on May 20th when his daughter Doris was visited by the stork. An old hand from the paternal angle (he has ten of his own) Blakely said that the arrival of a grandchild makes him feel like a cane and an easy chair.

Our sympathies are extended to Merton Lawrence, Welder, on the death of his father who passed away at his home in Phillipsburg on May 3rd.

Also we extend sympathies to Joseph Constance, Mechanic, upon the loss of a sister who died in Hazleton, Pa., on June 9th.

Russell Cook and Peter Radice are listening to many a tale of navy life since their sons Russ, Jr., and Danny Radice are home on 30-day furloughs following 2-year sojourns in European waters.

Jim Glennon, Blacksmiths Helper, is confined to his home following a heart attack. His doctor prescribes rest and quiet. Fernwood will look forward to Jim's return.

Clarence Young and Angelo De Biasi journeyed to Glen Gardner recently to give more transfusions to their old friend Leon Anton who has been confined there for some time now. As we understand it, Leon is being built up prior to another operation.

Mr. and Mrs. Willard Emmons celebrated their 35th wedding anniversary on June 15. The Equipment Division extends its congratulations to them and hopes that they celebrate many similar events in the years to come.

## Maintenance Men Meet Emergency In South Jersey

In spite of every effort to properly schedule tank car shipments of oil being used in the Maintenance Division's surface treatment program, due to wartime railroad traffic conditions, occasionally shipments get "bunched" together. Such a situation arose down in Cape May County recently when Supervisor of Materials Craft was informed by the railroad company that three 10,000 gallon tank cars would be placed on the same day, two at Cape May Court House and one at Rio Grande, the shipments having become "bunched" in transit.

Due to the extreme shortage of tank cars Governor Edge has requested the Department's cooperation with the ODT in unloading tank cars immediately upon delivery. Ken Craft immediately contacted Supervisor Kelly and Foreman Ralph Evans and asked if all three cars could be unloaded in one day, delivered to the job and covered with aggregate. The answer was, "Put the oil on the road and we'll cover it." The oiling contractor was contacted and arrangements made for another distributor in addition to that already on the job and on the day in question the men proceeded to handle the 30,000 gallons of oil in the single day, completing their work just as darkness set in.

All of the men engaged in this work are deserving of high praise. This applies to the maintenance crews of Foreman Ralph Evans, Ames Holt and Leon Campbell, and in no small measure to Jake Wyckoff, of the Equipment Division, who really kept his shovel hot that day loading the trucks with the cover material.

## CANDID SHOTS OF BRIDGE DIVISION DINNER



Perhaps the most successful of all Bridge Division affairs is shown, in part, in the above photos. It was the first time that wives of members had been included in that organization's social activities. Many such affairs are planned for the years to come.

## The 'Little Woman' Assures Success of Bridge Div. Party

### Wives of Members Participate for First Time in Club's History

The Bridge Division Club broke a precedent of 14 years standing in holding its first Ladies Night at the Cranbury Inn on May 17th and it is putting it mildly to state that it was an unbounded success. So much so that similar meetings are in the offing.

Members and their wives gathered for a splendid dinner, a series of testimonial awards, professional entertainment and dancing. Forty-four were in attendance including practically the entire office force and a number from the field. An interesting photographic exhibit of work of the division was on display in the reception room.

A surprise of the evening centered about a huge birthday cake for the men having birthdays in May. Those agreeably surprised were Morris Goodkind and Sven Hedin—May 24th; J. J. Koffler—May 9th; R. B. Tittsworth—May 17th. M. D. Smith—May 26th, was unable to attend and John M. Everitt—May 8th, was serving with the armed forces overseas. The inevitable vocal tribute was rendered preliminary to assimilating the cake.

Testimonial awards were made to several members of the division for their unselfish efforts and services to the club, the division and the Department. This is an established club policy. Those so honored include Morris Goodkind, J. H. Patrick, R. E. Simon, J. J. Koffler, Geo. A. Hefferman, W. H. Spencer, Sven Hedin and A. J. Lichtenberg.

A varied program of entertainment followed and included: Miss M. Mather in songs; Mrs. Prissila A. Burch, vocal selection; A. J. Lichtenberg in sleight-of-mind; Mary McCullough, tap dances; Naomi Bell in acrobatic dances, and Dorothy Garcy, impressionist. Dancing followed with Wm. H. Vandoren at the electric impulse organ.

J. H. Patrick was general chairman; G. A. Hefferman, chairman of awards; W. H. Spencer, enter-

tainment chairman; R. E. Simon, tickets and A. J. Lichtenberg, master of ceremonies. Presentation talks were made by G. A. Hefferman, J. J. Koffler, L. C. Petersen and Morris Goodkind, who "brought down the house" when he stated that he was glad to observe how "his 14 years of work in behalf of a ladies night had been crowned with success."

Those attending were Mr. and Mrs. M. Goodkind, Mr. and Mrs. C. L. Appleton, Mr. and Mrs. P. H. Burch, Mr. and Mrs. Leon Chaten, Mr. and Mrs. C. M. Fox, Mr. and Mrs. Sven Hedin, Geo. A. Hefferman and Mrs. Ruth O'Dare; A. S. Herron and Miss M. Mather, Mr. and Mrs. J. J. Koffler, Mr. and Mrs. H. W. Lefferson, Mr. and Mrs. A. J. Lichtenberg, Mr. and Mrs. M. Luday, P. McCullough and Miss Mary McCullough, Mr. and Mrs. J. H. Patrick, Mr. and Mrs. L. C. Petersen, Mr. and Mrs. J. J. Sheenan, Mr. and Mrs. W. H. Spencer, Mr. and Mrs. R. B. Tittsworth, F. S. Wilson, Mrs. H. Goodkind, Mr. and Mrs. J. Kanyuh.

A.J.L.

## PLANNING SURVEY

JOHN CHRISTIANO

Part of this Department is now out in the field working on a new project known as "Origin and Destination." Before the end of the summer it is expected that at least a hundred persons will be employed on this important project. Mrs. Esther Petti (who by the way has a very congenial personality) has been pestering the boss to be included in the 100. Esther says that they should use girls as interviewers. (This writer thinks maybe yes and maybe no.)

Al Maspoli and Johnny Annucci are the 2 experts? of this office on salary increases, but boy, oh boy! they sure are stumped on diagnosing the article pertaining to increments as published in the Shield's last issue.

Joe Natalie entered the Llewellyn Alleys Sweepstakes at Orange, and missed the big dough by a couple of pins. (Trenton boys please take note).

Charles Freeman has organized a softball team in the Planning Department, and is open to challenge to any department in the Highway.

### Garage Gang

Pat Fleming, Ed Artarserse, Dick Hawthorne, George Scheiderman and Henry Gahr were bragging at noon of the perfect physical condition they were in so — this writer promoted a race around the office building, which was attempted by the boys. They got half-way around the building and decided to run the rest of the distance next week.

Fred Isley, our night garage

man, is the unsung hero to many boys who get flats, become involved in any mechanical trouble, accidents, etc., after everyone has gone home. You can always be sure to get him regardless of the lateness of the hour.

Henry Gahr's hobby, believe it or not, is weaving, which is a far cry from acting as nursemaid to the highway cars. His finished products of baskets and rugs are worth seeing.

Dick Hawthorne, our utility man, finally got around to installing a soap receptacle in our office.

This building is in the market for another dog, inasmuch as Tommy Doell's 4-foot high air dale met his first love and has left for parts unknown.

## ELECTRICAL FLASHES

John Kilpatrick

Don Henderson received a letter from Jerry Iannaccone, Bridge Operator, at the Route 6, Little Ferry Bridge, who is in the Pacific with the Sea Bees. Jerry wrote from (censored) about taking part in the invasion of (censored). His address is Jerry Iannaccone EM 1/C, 70 Naval Construction Batt., Co. D., c/o F.P.O. San Francisco, Calif.

We've just received a special flash that the Electrical Division Bowling Team finished in the money in the Mercer County Handicap Bowling Tournament.

The following letter speaks for itself:

U. S. NAVAL AIR STATION  
LAKEHURST, N. J.

Mr. Harry Hankins  
Bridge Tender  
Toms River, N. J.

Dear Mr. Hankins:

Your promptness in reporting the accident to one of our planes on Saturday afternoon, 19 May, materially assisted in the rescue of the crew. Your alertness and prompt action are to be commended.

Very truly yours,  
J. M. Thornton  
Captain, U. S. N.,  
Commanding Officer  
U. S. NAS Lakehurst, N. J.

Birthday greetings for June:  
H. D. Cramer, New Gretna; Charles Curtis, Paulsboro; Thos. J. Dempsey, Jersey City; William Emmons, Manasquan; Thomas B. Farr, Point Pleasant; Jos. M. Hargrove, East Orange; Thomas Harris, Swedesboro; John A. Irons, Island Heights; Dorothy D. Jakubisin, Trenton; John Kilpatrick, Belleville; Russell Loveland, New Gretna; George McGinnis, Trenton and US Navy; Thomas F. McShane, Elizabeth; George Pond, E. Rutherford; Charles A. Rogers, Brielle and US Army, and Alfred W. Weischadle, Sayreville.

## Your M. C. presents— THE LADIES... Bless Them

Our victory in Europe was a happy occasion for us all but an infinitely happier one for ALICE MAYER of the Laboratory and MARY FILIPPONI. Alice's brother, Captain William Mayer, was liberated from a German prison camp and was one of the first to return home. Mary's brother, Sergeant Lucas Filipponi, an Engineer-gunner with a bomber squadron stationed in England, also arrived home on a thirty-day furlough.

The boys who have already returned home have expressed their joy in hearing the girls say "yeah" instead of "oui." However, France will not be completely forgotten inasmuch as their women have been saving their gifts of French perfume for just that occasion. Among the perfumes accumulated by BERNADETTE JOHNSON, MARIE CRISTIAN and MARY FILIPPONI, are such names as Maudy, En Attendant by Bruyere, Tabu and Bolero by Dana, Molyneux and De Luzy. What—No Chanel No. 5?

Again with us is MINNIE POLLAK who is "subbing" for Anne Spector in Mr. Newmark's office. Glad to have you back, Minnie.

Adding attraction to the Electrical Division is MIMI HUSID, replacing Dolores Sica who left us to go with the Department of Economic Development.

Our sincerest sympathy is extended to BETTY MESKILL on her recent bereavement. Betty's mother, Mrs. Elizabeth Meskill, passed away on June 1, 1945.

VIOLA GALLAGHER recently entertained your M.C.'s with luncheon at Jack Kelly's. At the next table, evidently enjoying theirs as we did ours, were MARTHA SCALES, MARY SHERIDAN and ELSIE TAYLOR.

A tooth can become quite annoying at times, especially when it requires surgery. BETTY LEVIE of the Electrical Division can give all information on the subject as it happened to be her tooth!

We are sorry to hear of the illness of MARION HESTER's mother and hope by the printing of this issue she'll be well on the road to recovery, and Marion will be back to work helping to turn out more Highway papers.

Yeoman Third Class MARY RICHTER of the Waves paid us a visit while on a seven-day leave. She is still stationed in Washington and just as enthused as ever.

'Bye now...





# New Efficiency Rating System Places Premium On Excellence

Offers Employees Many Advantages Over Old  
Rating Systems

This New Efficiency Rating is an attempt to give to the employees of The Highway Department a long needed sound efficiency rating plan; a plan designed to support the merit system in fact as well as in name.

Our Civil Service Law in part states (Rev. Statutes Title 11 Chap. 13 Sec. 17) "Such service ratings be used in determining salary and wage increases and decreases within the limits provided by law and within the limits of the schedules of compensation established in accordance with this act, as a factor in promotion tests; in determining order of lay-off when forces must be reduced because of lack of funds or work, and as a means of discovering employees in the State classified service who, by reason of their unsatisfactory service ought to be demoted or removed."

We have not had the benefit of such a system to date. When State employees are given credit, in taking a promotional examination, for the type of service they have been rendering, then and only then will there be a true merit system. Merit consists mainly in past performance rather than in the response we make within a few short hours to a Civil Service Examination. Long records of excellent service have been practically ignored and chances for promotion have been hopelessly lost, due to the fact that we have not had satisfactory service ratings on file thus preventing the Civil Service Commission from giving credit for good work in setting up promotion lists even though it were willing to do so. Let each employee recognize this fact and resolve to give this new system intelligent cooperation. Credit for filed service ratings is the highest form of recognition attainable because it is a prelude to promotions and better wages. It has been estimated that uplifting morale in an operating unit is equivalent to increasing output by 15% without increasing either personnel or payroll. Certainly this is what each one of us would willingly give to the State.

It was believed that the interests of our employees due to our varied forms of work, could best be served by devising four different forms for reporting our performance. There is a form for Administrative and Supervisory employees, one for Technical and Office Workers, one for laborers and Non-technical workers and finally another for Call Employees. The latter group consists of bridge tenders, guards, watchmen and chauffeurs—in other words those employees whose work usually begins when a signal or a request from some one else is given. These four forms are in effect "tailor made" to the group intended to be served. You will note that the questions are different and also the items.

The operation of the plan briefly stated is as follows:

The rater, who is your immediate superior, now will be required to answer some carefully considered simple questions, left and going right until he on the proper square will be his report of the manner in which you perform your duties. Our questions are matter of fact, requiring only an honest answer without ponderous thinking—they are objective rather than subjective. In order to do his rating job properly, the rater must read the questions in every line of squares beginning at the left an doing right until he reaches a hurdle (a question) to which he must answer no; then he goes back to the square to the left and enters his mark. For example, he reads "Does this employee consistently fail to complete his duties on time?" in his mind he says—better than that—then he reads "Does this employee complete his duties barely on time to avoid criticism?" again he may say better than that—then "Does this employee complete all his duties in good time?" To this the rater says No!—consequently he drops back and puts his mark on the second square. It is imperative that the rater follow this method precisely in each line of squares for each employee rated. This system differs from the old one in that the rater becomes a witness whose only duty is to

## Attention, Please!

As an employee of the State Highway Department you are no doubt very much interested in the new efficiency rating system which will be used for the first time to grade your services for the 6-month period from January 1st to June 30th. In order that you may thoroughly understand the workings of this new system, the forms to be used in rating employees are reproduced on this and the following page. In order to more fully understand the manner in which these forms are to be used it is recommended that you carefully read the article appearing at the left as well as the instructions to raters on page 5.

It will be noticed that there are four different forms. One of these (upper right, page 5)

is for rating Administrative and Supervisory employees. A second (Page 4) is for Technical and Office workers. Also there is the rating form for Laborers and Non-Technical Workers (lower left, Page 5) and the form for Call Employees (lower right, Page 5). These latter are chauffeurs, guards, drawbridge operators and watchmen.

It will be seen from reading these forms that every effort has been made to consider all of the factors which go to make up a good employee and to give each rater the opportunity to acknowledge outstanding ability wherever it appears. Conversely the rater has been given every opportunity to penalize any employee who is not giving satisfactory service.

# Employees Benefit By Fair Evaluation Under New System

Experience of Federal Civil  
Service Employees Cited

There can be no doubt of the benefits to be gained by employees under a comprehensive, periodic evaluation according to the United States Civil Service Commission. In the efficiency rating manual of that Commission under caption of "The Values of a Periodic Evaluation of the Performance of Employees" it states that benefits accruing to employees are as follows:

Enables the giving of proper recognition for their work

1. Employees are assured of receiving deserved recognition for their efforts if periodic, careful, deliberate, and unbiased ratings are made. Otherwise, they may never know definitely how well their work meets the requirements of their supervisors. Also, they may discover the particular phases of their work in which they are considered least efficient. In the case of high ratings the employee has a feeling of pride and security and is encouraged toward greater accomplishment. In the case of lower ratings the employee realizes wherein he fails to meet the standards of performance laid down by his supervisors and the direction in which improvement is advisable.

Tends to assure fair consideration in personnel actions

2. Employees are concerned with the procedures followed by administrative, supervisory, and personnel officials in making personnel actions. They are interested in seeing that salary advancements and reductions within grade, promotions and demotions from grade to grade, reductions in force, dismissals for inefficiency, transfers from position to position or organization unit to organization unit, and placement which will effect adjustments are made with fairness and justice to all employees. If efficiency ratings represent a periodic, careful, deliberate, and unbiased indication of the performance of employees, its use in the making of personnel actions will result in employees receiving fairer treatment than they might otherwise receive.

Provides for better working relationships between employees and their supervisors

3. Efficiency ratings provide an occasion for helpful discussions between employees and their supervisors at which times both may discover the particular elements of the work of each which may be improved and both may obtain suggestions as to methods that will accomplish the improvement. The result will be a better mutual understanding between employees and supervisors of work problems and more concerted action to solve these problems.

In the words of a competent authority: "There is no completely satisfactory efficiency rating plan in operation today. Even though such a plan were to be evolved, it would fail if it did not have the sympathetic understanding and full cooperation of all employees."

# Two Divisions Meet to Discuss New Rating System

(Continued from Page 1)

in a manner explained elsewhere in this issue.

Among those present at this meeting were: A. Lee Grover, Sigvald Johnnesson, Marvin L. Howell, John W. Aymar, Jr., Frederick Vollmer, Charles A. Hurley, W. R. Wildblood, Louis Adler, Vincent Berberick, Layton Froot, Kenneth Rice, Edward Drake, Clyde Case, Paul Cramer, Herman Kramer, Ames O'Rourke, Ernest Birch and Frank Gephardt.

## Quotation for June

Let the Good That Men Do  
Be Proclaimed.  
Let All Else Be Forgotten.

## NEW JERSEY STATE HIGHWAY DEPARTMENT EFFICIENCY RATING

PERIOD \_\_\_\_\_ NAME \_\_\_\_\_  
LENGTH OF SERVICE \_\_\_\_\_ TITLE \_\_\_\_\_  
GROUP — TECHNICAL AND DIVISION \_\_\_\_\_  
OFFICE WORKERS

Rater \_\_\_\_\_ Rater \_\_\_\_\_ Reviewer \_\_\_\_\_  
Title \_\_\_\_\_ Title \_\_\_\_\_ Title \_\_\_\_\_

IMPORTANT: Read Instructions Before Proceeding With Rating.

### A QUANTITY OF USABLE WORK

Does this employee consistently fail to complete his duties on time? Does this employee complete his duties barely on time to avoid criticism? Does this employee complete all his duties in good time? Does this employee consistently complete his duties ahead of schedule?

### B QUALITY OF SERVICE

Does this employee make many mistakes? Is his work careless? Is he easily puzzled? Does this employee need considerable supervision in order to produce work that is barely acceptable? Does this employee produce work which requires little revision or supervision? Is this employee's work so orderly and free from error as to be noticeable?

### C CAPACITY FOR (INTELLIGENT) SERVICE

#### c-1 Applicable Knowledge

Does this employee ask too many non-essential questions about his work? Does this employee ask only pertinent questions about his work? Does this employee ask only salient questions about his work? Is this employee able to advise on how to do equivalent or higher jobs?

#### c-2 Adaptability

Does this employee lack ability to do related work of equal difficulty? Can this employee do one other related job of equal difficulty in an acceptable manner? Can this employee do more than one related job of equal difficulty in an acceptable manner? Can this employee do all related jobs of equal difficulty well?

#### c-3 Judgment

Is this employee generally confused because he cannot distinguish the important from the unimportant? Is this employee sometimes confused but otherwise chooses an adequate method? Does this employee's choice of methods make his work as well as the work of others easier? Does this employee reach a sensible decision directly?

#### c-4 Dependability

Does this employee need too much watching? Is he too often tardy or absent? Does this employee need watching. Is he occasionally tardy or absent? Does this employee need only little watching? Is he generally on the job on time? Can this employee be trusted to do right under all conditions? Is his job always covered?

#### c-5 Personal Relations

Does this employee fail to get on well with fellow workers and/or the public? Does this employee get on passably well with fellow workers and/or the public? Is this employee cooperative with fellow workers and does he make a good impression on the public? Does this employee exert a good influence and create a fine impression upon others?

### D POTENTIAL VALUE TO SERVICE

Does this employee ignore opportunities to make self more useful? Does this employee display an ordinary interest in the work of the department? Is this employee actively interested in departmental progress? Are this employee's opinions on departmental affairs sought by others below and above him in the service?

#### Explanatory Remarks

answer the questions to the best of his knowledge and belief. Such a task is much easier and fairer to all concerned than to require him to be a judge and to give an opinion on how much of certain characteristics his subordinate possesses. His duty is also more pleasant—he needs not to search his conscience; he simply answers the questions and forgets the outcome.

In most cases there will be a second rater who will use a separate form and a reviewer, the final marker, who will place his X mark on one of the forms used by a rater. The reviewer then sends the marked forms to the personnel office where they will

be processed and later filed with the Civil Service Commission.

The method of scoring used in our system will show up the relative efficiency of our employees. Relative is the term because we attempt only to separate employees into three categories 1—Those unsatisfactory employees who do not give the State a square deal, 2—the average satisfactory worker as represented by the two center columns on the rating sheet and 3—those whose performance is so outstanding that they deserve promotion in the service when vacancies occur.

Referring to the form for Technical and office workers, scores assigned are, approximately: four

tenths for quality of service, one tenth for capacity for intelligent service, and one tenth for potential value to service, another notable difference in this plan is that a premium has been placed upon excellence. For example, proceeding from left to right, column 1, could have 0 weight, column 2—5, column 3—10 and column 4—20. From this example one can readily realize that credit from column 2 to column 4 doubles with each move to the right.

There seems little doubt that when each employee understands what the Personnel Division is trying to do for us, he will give it his whole hearted support, without which no merit system can succeed.



SAMPLE RATING FORMS and INSTRUCTIONS

These Are Being Reproduced For Your Information

INSTRUCTIONS

The first rater shall use a small fine green (✓) mark, if any. The second rater shall use a small fine red (✓) mark, if any. The reviewer or final marker shall use a large heavy black (X) mark.

Only those markers who are familiar with the employee's work may qualify as raters.

(Where two raters and a reviewer are available, the reviewer shall be limited to a final marking no lower or no higher than the marks already given.)

(a) It shall be the duty of each marking official to explain thoroughly to every employee the purpose and effect of this system and to make a special effort to do likewise for each new employee.

(b) The raters shall use separate sheets, the reviewers shall use one of those already marked by a rater.

(c) Study thoroughly the blank form for the group of employees to be rated.

(d) Before rating an employee, review the duties of the position (designated by his title).

(e) Fill in blank spaces for employee's identification.

(f) When marking employees, each person rated should be considered not only as an individual but as a member of the State Highway Department. If a member by his acts depreciates the service of the department, his division, his particular office, his party or working group, he should be marked down in either quantity of usable work or quality of service, because his acts have either lowered the output or lessened the quality of work (possibly both) of others; therefore, such decreases in total service rendered are directly chargeable to the specific employee.

(g) Determine to mark each case quickly (not hastily) by considering each box objectively: that is, by thinking of the manner in which an employee does his work without considering the person himself. Proceeding, from left to right, consider all questions in each square as obstacles or "hurdles" for the employee to surmount. Any one question too high for the employee to surmount is cause for dropping back to the preceding square to the left. Then go down to the next horizontal line of squares, starting at the left, and read across until you strike too high a hurdle. Do not look for possible characteristics further to the right of this hurdle.

(h) Sign as rater or reviewer with your title.

(i) If you are a reviewer, or final marker, state under "Explanatory Remarks" why the employee rated has received a poor rating or an exceptionally high one.

All employees are to be rated semi-annually and in every case where an employee receives a rating in the first column from the left; or no ratings higher than those in the second column from the left—then he shall be called for an interview by his division or subdivision head in the presence of the rater. In the event that the employee does not show a marked improvement in the succeeding rating period then the matter shall be referred to the personnel office for appropriate action.

The reviewer sends the marked forms to the personnel office where the weights are applied and the final marks computed.

After the ratings have been evaluated by the personnel office each division or subdivision head will be furnished a list of marks for each of his employees. These ratings are to be treated confidentially and under no condition shall a division head furnish an employee the rating of any other employee.

NEW JERSEY STATE HIGHWAY DEPARTMENT  
EFFICIENCY RATING

PERIOD  
LENGTH OF SERVICE  
GROUP — LABOR & NON-TECHNICAL

NAME  
TITLE  
DIVISION

Average.....

Rater  
Title

Rater  
Title

Reviewer  
Title

IMPORTANT: Read Instructions Before Proceeding With Rating.

A

QUANTITY OF USABLE WORK

Does he usually work too slow?

Does he work just enough to get by?

Does he keep going at a good steady pace?

Does he do so much work that you have to notice him?

B

QUALITY OF SERVICE

Is his work sloppy, usually needing further attention? Is he assigned to lower type work?

Does his work only get by? Must you sometimes tell him to do a better job?

Does he usually do a good job? Does he produce good work with little supervision?

Does he do neat and orderly work with scarcely any supervision?

C

CAPACITY FOR (INTELLIGENT) SERVICE

C-1

Adaptability

Does he have trouble when you put him on new work?

Is he just a regular worker, requiring a good deal of instruction?

Can he turn from one type of work to another with little time for instruction?

Does he learn new duties and meet changed conditions quickly and easily?

C-2a

General Dependability

Does he need too much watching? Is he too often tardy or absent?

Does he need watching? Is he occasionally tardy or absent without good reason?

Does this employee need only little watching? Is he generally on the job on time?

Can he be counted upon to do right under all conditions? Is his job always covered?

C-2b

Dependability — Emergency Work (Snow Removal, etc.)

Does he rarely or never report when called for emergency work?

Does he sometimes report when called for emergency work?

Does he usually report when called for emergency work?

Can you count upon him to report when called for emergency work?

C-3

Personal Relations

Does he fail to get on well with fellow workers? Is he quarrelsome?

Does he get on passably well with fellow workers? Does he cooperate at times?

Is he popular with fellow workers? Does he usually cooperate?

Does he exert a good influence upon fellow workers? Is he an exceptionally good team worker?

Explanatory Remarks

NEW JERSEY STATE HIGHWAY DEPARTMENT  
EFFICIENCY RATING

PERIOD  
LENGTH OF SERVICE  
GROUP — ADMINISTRATIVE AND SUPERVISORY

NAME  
TITLE  
DIVISION

Average.....

Rater  
Title

Rater  
Title

Reviewer  
Title

IMPORTANT: Read Instructions Before Proceeding With Rating.

A

QUALITY OF SERVICE

a-1

Ability to get co-operation

Does he fail to obtain the respect and co-operation of his subordinates or co-workers?

Does he substitute authority for leadership in order to carry on?

Does he enjoy the respect and a good measure of co-operation from his subordinates, co-workers and the public?

Does he obtain the highest respect and fullest measure of cooperation from his subordinates, co-workers and the public?

a-2

Effective co-ordination of work

Does he need too much guidance from superiors?

Does he need considerable guidance from superiors to produce passable work?

Does his system produce satisfactory quantity, quality and smooth working conditions?

Is his system so well organized and efficient that it is outstanding?

B

CAPACITY FOR (INTELLIGENT) SERVICE

b-1

Applicable knowledge

Does he ask too many non-essential questions about his work?

Does he ask only pertinent questions about his work?

Does he ask only salient questions about his work?

Is he able to advise on how to do equivalent or higher jobs?

b-2

Adaptability

Does he lack ability to do related work of equal difficulty?

Can he do one related job of equal difficulty in an acceptable manner?

Can he do more than one related job of equal difficulty in an acceptable manner?

Can he do all related jobs of equal difficulty well?

b-3

Judgment

Is he generally confused because he cannot distinguish the important from the unimportant?

Is he sometimes confused but otherwise chooses an adequate method?

Does his choice of methods make his work as well as the work of others easier?

Does he reach a sensible decision directly?

b-4

Personal Relations

Does he fail to get on well with subordinates, co-workers and/or the public?

Does he get on passably well with subordinates, co-workers and/or the public?

Is he co-operative with subordinates, co-workers, and/or the public?

Does he exert a good influence and create a fine impression upon others?

C

POTENTIAL VALUE TO SERVICE

Does he ignore opportunities to make self more useful?

Does he display an ordinary interest in the work of the department?

Is he actively interested in departmental progress?

Are his opinions on departmental affairs sought by others below and above him in the service?

Explanatory Remarks

NEW JERSEY STATE HIGHWAY DEPARTMENT  
EFFICIENCY RATING

PERIOD  
LENGTH OF SERVICE  
GROUP — CALL EMPLOYEES

NAME  
TITLE  
DIVISION

Average.....

Rater  
Title

Rater  
Title

Reviewer  
Title

IMPORTANT: Read Instructions Before Proceeding With Rating.

A

QUALITY OF SERVICE

Does he respond to calls too slowly or with an improper attitude?

Do his responses in time and manner barely avoid criticism?

Are his responses made in due time and in a proper manner?

Does he dispose of calls willingly, quickly and thoroughly?

B

CAPACITY FOR (INTELLIGENT) SERVICE

b-1

Judgment

Does he fail to distinguish the important from the unimportant?

Does he try to apply useable knowledge to his present problem?

Does his choice of methods make his work and the work of others easier?

Does he arrive at a sensible conclusion directly?

b-2

General Dependability

Does he need too much watching? Is he too often tardy or absent?

Does he need watching? Is he occasionally tardy or absent without good reason?

Does he need only little watching? Is he generally on the job on time?

Can he be counted on to do right under all conditions? Is his job always covered?

b-3

Personal Relations

Does he fail to get on well with: (a) his superiors (b) fellow-workers (c) the public

Does he get on passably well with: (a) his superiors (b) fellow-workers (c) the public

Is he cooperative with: (a) his superiors (b) fellow-workers (c) the public

Does he exert a good influence and create a fine impression upon others?

Explanatory Remarks



## Administration Division

Arthur Egan

Odd the way simple things become complex. One day last week Viola Gallagher parked her car on State Street, and went into a bank, leaving Mabel Beans and Claire Lacconi in the car.

A policeman noticing the car parked in a restricted area and questioned the young ladies. One denied that it was her car or that she had parked it there, while the other sat in bored silence. The obvious deduction was that the car had a will of its own, going whenever or wherever it pleased. Either that or the young ladies were nuts. The more he considered the situation, the less he liked it. So he ordered them to drive off and returned to his post.

A few minutes later he saw a young lady emerge from the bank, dash to the curb where the car should have been and look wildly up and down the street. He braced himself for the scream that he knew must follow. But just then long limbs flashed up Warren Street turned the corner and came to a stop before the anguished young lady. The tall figure leaned and whispered a few words to her. Sheepishly Viola looked over at the policeman and then the two girls slithered around the corner and down Warren Street.

Warily, even dazedly, he watched them go. A car that no one owned and no one drove. A car that went whenever and wherever it pleased. A car that—Out of the corner of his eye he saw someone crossing against the light. Here was something he understood. "Hey you!"

With the enlistment of his son James in the Navy, John Moore has all five sons in the service. James will be remembered as the lad who won the city and tri-county oratorical contest and finished third in the state-wide tournament. The boys range down the line from Captain to the latest a Boot at Sampson, N. Y. Mr. and Mrs. Moore are indeed to be congratulated for such a splendid record and we wish them a happy reunion soon.

Charley Kuhn's son Bob, although still in his teens has traveled around the world and made calls at nearly all of the world's greatest ports now in allied hands. Home on a furlough after 18 months duty Bob relates many an interesting tale of exploits in both oceans.

Ever since the start of the Red Cross Blood Bank Elgin Mayer has been buying a steak dinner for each member of the Cost Department who donates a gallon of Blood. So far it has cost Elgin seven dinners and several more are in the making. A nice gesture on his part and a welcome treat in these days of meat shortages.

C.P.O. Bill Keeney now stationed at Lakehurst visited the department. Bill is in charge of the Commissary there and judging by his waistline he is probably his own best customer. Bill who is on the 7th year of Navy service (including 3 years in the last war) says that there is a possibility the Navy may release him shortly.

Bob Fleming of the File Room is the administration's latest addition to Uncle Sam's Army. Bob recently passed the physical examinations and is now awaiting call. He is more concerned over the girls' threat to line up and kiss him goodbye than he is of entering the service.

Shortly after Sgt. Charley Hurley, Jr., arrived in the Indo-Burma Area he received a call from a Captain who informed him that he was wanted at the General's Headquarters. Charley was puzzled for a while as to why the General wanted to see him but was pleasantly surprised when he learned that it was General Edward Rose of Trenton who heard of his being in the area and invited him for dinner and a chat about things back home.

CHATTER: Ann Ludwig believes in getting things done early. . . . She is on her annual vacation. . . . Charley A. Hurley was recently under the surgeon's knife for the removal of a cyst from his back. . . . Ann O'Connor is serving in the May Petit Jury. . . . Harold Jamison reports from his Coast Guard Station that the porpoise are so numerous and so close to the surf that he doubts there will be much good fishing for several weeks.

## Maintenance Notes

GENE BECKNER

That fellow Lt. Joseph J. Policastro, of Metuchen, who formerly worked in Jim Horn's landscape maintenance crew, is just about irrepensible when it comes to acts of heroism. His latest achievement has won for him an Oak Leaf Cluster to his Bronze Star Medal for "rare initiative and aggressiveness." He had previously won the Bronze Star and later, simultaneously with a battlefield promotion to the rank of 2nd Lt., the Silver Star for gallantry in action. Lt. Policastro has been overseas 14 months with a cavalry unit of the Third Army.

Charlie Young, of Malaga, who works in the maintenance patrol under the supervision of Assistant Foreman Walter Eckert and Foreman Philip Logan, was the victim of a disastrous fire which destroyed his residence in that community. An oil stove which was being used to prepare an evening meal exploded on Thursday, May 24th, and although no one in his family was injured, the resulting fire completely gutted his home. Charlie and his wife, together with their two daughters and son, have found temporary refuge in the home of a nearby relative. A collection was taken up among his co-workers in the South Jersey District and a check was presented to him at a recent meeting of the South Jersey Highway Employees' Association.

John T. Carr, Jr., son of Supervisor Carr and formerly foreman in charge of the traffic line painting crew, is off on the bounding main again. After a three-month stay at Camp Sparks, Cal., Jack left recently for an unknown destination in the South Pacific. Jack returned home last December after two years fighting the Japs, and is now returning for a second crack at them. Another son of Supervisor Carr's, Bob, T/Sgt. 3, U. S. Army, has been home on furlough from his assignment at Fort Knox, Ky. A third son, Pfc. Joseph Carr, is now stationed at Thomasville, Ga., with the Army Air Corps.

Our sympathy is extended to Helen Wiley, an employee in Nick Pendergast's maintenance crew, whose wife died late in May.

The Trenton Baseball Club has no stronger supporter than Jimmy Walter. A fixture at all home games, Jimmy occasionally manages to follow them as they make the circuit around the Inter-State League.

On a recent trip to New York, Ella Moore attended a performance of the currently popular operetta, "Song of Norway," which is based on the life of the Norwegian composer, Edvard Grieg. Ella was glowing in her report of the performance.

Warren Oldham has been having "bean trouble" with his Victory Garden. After replanting his pole limas for the second time and getting no tangible results, he now threatens to put morning-glories in and call it a day.

Among the graduates of Trenton Senior High School on June 12th was Barbara A. Muir, daughter of Mr. and Mrs. Alex Muir. Barbara's elder sister, Winifred, arrived home recently after having completed her freshman year at Swathmore. It is hard to reconcile these attractive young ladies with the youngsters we once saw occasionally in and out of the office. Tempus fugit!

It is a pleasure to welcome back from the service Foreman Julius J. Megules. Jules is scheduled to resume his duties with the Department July 1st. He enlisted in the armed service way back in April, 1942, and saw nearly two years' service in the India-Burma theatre, where he aided in the construction of the now famous Ledo Road. Since his return to this country last August, he has been stationed at Camp Butler, N. C., and at the New York Port of Embarkation. During this past winter Jules made the unpleasant discovery that he had frozen his fingers early in his army career while on training maneuvers up in Canada. The trouble didn't develop all the while he was stationed in the tropics, but during the cold weather of this past winter while stationed in New York, the ailment caught up with

him. While it is not believed to be anything serious, it will be something to remind Jules of his army service for a while.

Clyde W. Case, Jr., son of Chief Paymaster Clyde Case, who worked in this Division's traffic line painting crew during the summer months when he was attending Rutgers, is now believed to be stationed in Okinawa. Clyde Jr., is attached to the 318th Signal Service Bn., and his present address is APO 331, c/o Postmaster, San Francisco, Cal.

Lt. Oliver A. Deakin, USNR, now in charge of the Harbor Detection Station on Casco Bay, Portland, Me., was a recent office visitor. Ollie reports that the vessel which was sunk in that vicinity from unknown causes and about which we all read in the papers was plainly visible from his outpost. The investigation following the sinking has not yet developed the cause of the disaster with any degree of certainty. While on his visit he had luncheon with Gerry Cahill and Russ Geller at the Country Club and enjoyed an afternoon of golf.

Lloyd Goldy of Westville writes to request that his thanks be expressed to all for their kindness during his recent bereavement.

Our sincere sympathy is extended Peter Pulcio, an employee in Foreman Bert Wood's maintenance crew, whose wife died Friday, April 13th.

Cpl. Attilio N. Pesaniello, who before his induction was employed in Foreman Art Willmott's maintenance crew, sends word from Germany that he is feeling fine and hopes soon to be back with us. He sends his special regards to the boys in his crew over at the Green Street Circle. Cpl. Pesaniello is attached to the 631st Engrs., Lt. Equip. Co., under the command of Lt. Gen. Hodges. Under date of April 25, this Company was the recipient of the award of a Meritorious Service Unit Plaque for the superior performance of duty in the accomplishment of exceptionally difficult tasks during the period from January 1 to April 1, 1945.

When Jack Carr, Jr., was home on leave around Xmas, it seems to us that we heard his wife remark what an improvement the Navy had made in his housekeeping. A recent comment appearing in the magazine, "This Week," seemed to cover this subject rather well. The following was reported overheard on a deck-scrubbing detail: "I feel sorry for my mother. She spent 20 years trying to teach me to get up early in the morning, hang my clothes up, shine my shoes, eat sensible food and go to bed early. Then I go into the Navy and learn the whole thing in two weeks."

We liked the story appearing in "The Furrow" of the navy aviator on solitary patrol who ran into 34 Jap planes. The last heard from him via radio were the words, "I've got 4 down already and 30 more cornered."

With the typical pride of a Navy man, he fondly recalls the "Good Old Texas" and the many friends he made on her. As for the battle on D-Day, he says he lived a lifetime in those three short hours. It is a pleasure on behalf of the entire Department to welcome you back on the job, Wilbert Kaenzig.

Selah Hulse, who works for Assistant Foreman Ernie Youmans down in Ocean County, has been hospitalized with pneumonia.

Another Maintenance man who watched with pride the graduation of a daughter on the same night was Earl Storer. Daughter Kathryn received her diploma from Trenton High School.

Mike Ondy's son, Richard E. Ondy is another who has completed his High School education. He was graduated from Trenton Catholic.



## Construction Comments

Fred C. Claus

Newark Office

Ralph Perry

Howard Brown of the Newark Traffic Office is well on the road to recovery after being hospitalized for an operation which was followed by a siege of pneumonia.

Mike Viracola, who was injured some time ago, is recuperating satisfactorily. A lot of worn-out traffic counting machines await Mike's return.

Wesley Bellis, former head of the Traffic Office writes from France to say: "Everything they say about the French is true, except that the French girls don't look any better than our own." We hope that Wes heard only nice things in the past.

Otto Fritzsche is suspected of keeping the boys on their toes by brewing them strong coffee at noontime. Since Otto started pinch-hitting for Bellis some of the newer men claim he is getting bald. Old timers claim, however, that Otto has always been that way.

Gene Conduso of the same office is fast becoming an A-1 yodeler at the Y.M.C.A. gym class. Talent scouts please note.

Max Brower is again playing the role of farmer in the Newark Office, having supplied plants of his own growing to all who are interested in Victory Gardens.

Harold Lang is suspected of fearing the loss of his children or the products of his garden following the construction of a fence around his newly acquired property.

Montclair Office

David Pettigrew

News items from the Montclair office being rather scarce since the personnel is mostly interested at this time in putting up screens and awnings, taking down storm sash or working in their gardens, we thought it would be a good time to report on some of our men in service.

Lt. Col. Wm. L. Braybrooke informs us that he has seen Bill Beck, overseas, and expects to see Ed Boldt soon. Bray has been spending considerable time in



Paris but was fortunate in spending about a week with his parents in England. Except for a few hours a year ago, this was his first reunion in 18 years. He returned to France in a LST, an adventure he found interesting. He sends best wishes to all.

The men of the Montclair office have long played the role of Godfather to an assortment of Howard Kettlewood's pets. The latest addition to the fold is a goat. It is hoped that Kettlewood keeps the goat far afield regardless of the amount of kidding he has to take.

Eddie Young writes that: "It is very pretty up here (Italy). I would like to travel around more but I have a chance to go home and I am taking it." Hope to see you soon, Eddie.

Ed Boldt writes about the German Highway construction. He says, "They use 10-ft. lanes, 2 in each direction. They have no joint between these lanes and the slabs are about 55' in length. This makes the overall slab dimensions 55' x 20'. The grading is good and the curves are banked. There is no

## Garden Club Presents Blue Star Certificate

(Continued from Page 1)

the eastern anchorage so well secured, and with the western terminus in California about to take form, it was necessary only to fill in the intervening 2800 miles to make a national Blue Star Drive a reality.

Following his brief remarks Commissioner Miller introduced members of the Garden Club, who were also members of the Blue Star Committee. The following ladies received applause from the assemblage as their names were called: Mrs. John Finney, Mrs. R. A. Shirreff, Mrs. William Creasey, Mrs. Charles G. Keller, Mrs. Elliott Ranney, Mrs. Kenneth V. C. Wallace, Mrs. Charles Holten, Mrs. John W. Stedman. Another who was introduced at this time was Dr. Charles Connor, of Rutgers, who has acted as advisor in decorative horticulture to the Blue Star Drive Committee.

The Commissioner then presented Mrs. Lewis M. Hull, president of the Garden Club of New Jersey, who thanked the Highway Department for its fine spirit of cooperation in establishing a section of Route 29 as the Blue Star Drive and working toward the fulfillment of so worthwhile a project.

At this point the meeting was turned over to Mrs. Vance R. Hood, Chairman of the Blue Star Drive who made the presentation of the certificate to Mr. A. Lee Grover, acting as recipient for the Department. Said Mrs. Hood, "Your generous contribution to the Blue Star Drive, given voluntarily by the personnel of the State Highway Department, is indeed a tribute to your fellow members serving in the armed forces."

"I have found the same fine spirit of cooperation in every division of the Department during the Garden Club's eight months' association with this project. It has been a great pleasure to work with you."

"I am very happy, Mr. Grover, to have the honor to present to the State Highway Department this certificate of appreciation from the Garden Club of New Jersey."

In receiving the certificate for the Department, Mr. Grover said, "In behalf of the officers, members and staff, and particularly those groups of our Department who have made generous contributions to the Blue Star Drive, I thank you."

"We of the State Highway Department consider it a privilege to do honor to those of our associates who have given of their utmost to the service of our country."

This brought to a close the services with the exception of the singing of "God Bless America."

Special thanks for the outstanding success of the occasion should go to the Fernwood Rhythm Masters for the fine music they supplied both before and after the actual ceremonies. These Highwaymen, George Kutch, Don Torini and Al Getz made the heat less oppressive with liting music. The program was under the direction of Frank Redden, who deserves congratulations for the fine manner in which it was run.

guard rail except on the bridges. This rail is only pipe about 2 feet high. They use grade separations with many ramps at intersections. Bridges are of simple design, usually of stone construction."

Woodlynne Office

Bill Hurle

Earl Hagy complained that he had trouble collecting red points from the guests at his daughter's wedding reception. His daughter, Miriam, is now Mrs. Robert N. Kerr, of the 1st class in U. S. Navy. The wedding date was April 7, 1945.

Harry Thomas, a coxswain in the U. S. Naval Auxiliary Flotilla, has passed his test as navigator. Congratulations, Hen.

PERTH AMBOY

Lt. Col. Howard Koons is back from France and Belgium and expects to return to the inactive status the first of July.

J. E. Dederick has recovered from a serious illness and is now back at work.